SFA Modernization Partner Program
Monthly Management Services Summary
For the Month of February 2001

March 10, 2001

38.2.3c- MONTHLY MANAGEMENT SERVICES SUMMARY

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I.   INTRODUCTION

This report covers the month of February 2001 and includes the following:

- Information on overall project completions/ implementations for this reporting period.
- Major milestones achieved during the month.
- Program level risks and issues.
- Monthly scorecards.
- Significantly late deliverables.

This report format is the result of a collaborative effort between SFA and Modernization Partner executives to improve the information provided to SFA Executives. We will continue to refine these monthly summaries to improve their usefulness and value. Please provide any suggestions regarding these reports to the SFA Modernization Partner Program Manager (elisabeth.s.schmidt@accenture.com or 202-651-3640).

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II. PROJECT COMPLETIONS/ IMPLEMENTATIONS FOR THIS REPORTING PERIOD

This section reports on the completion or implementation of Modernization Partner projects.

SCHOOLS
- Completed the Campus Based Systems Redesign Task Order, which developed a high-level design, documented the requirements, and developed a business case for the Campus Based system.

ORGANIZATION TRANSFORMATION
- Compiled the SFA Skill Catalog – Version 2.0, which documents the professional, managerial and functional skills required for PBO success. The Catalog will be released to SFA employees as part of the Performance Development Process. It will be used to facilitate the development of Individual Development Plans and assist SFA University in identifying specific training programs to meet employee needs.

CIO
- Held a Production Readiness Review and completed the School Portal and IFAP applications. Go-live is scheduled for early March and will be presented to Greg Woods during the Direct Loan Conference.
- Completed the SDLC (System Development Life Cycle) Task Order, which provided SFA with an updated Integrated Product Team process based on the SDLC methodology. A suggested deployment plan (including distribution and training) was delivered to SFA and is being incorporated as part of CMM Implementation efforts that are currently underway. SDLC deployment should be complete by the end of May. Once deployment is complete, the SDLC methodology may be incorporated into future Modernization Partner task orders.
- Completed the e-ID Mad Dog Task Order. The Task Order developed a draft business case and enterprise-wide requirements for the paperless promissory note process system design efforts.

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III. VALUE POINTS

This section reports value delivered above and beyond the contracted scope of services.

SCHOOLS

- Coordinated the COD Phase III Kick-off Meeting attended by SFA staff, new COD alliance partners, and Modernization Partner COD staff. The kick-off provided team members an opportunity to learn about the COD mission from Kay Jacks, the Schools Channel General Manager and COD Executive Sponsor.

STUDENTS

- Worked with the Students Channel GM to provide assistance with performance of the current FAFSA production system. Will continue to provide assistance, if needed, to reduce the number of servers back to pre-January levels and minimize costs.
- Provided IPT support to the Operating Model Initiative, investigating industry best practices for business operations in the services industry.
- Assisted Brian Sullivan, the DCS Systems Director, by presenting on the Systems Analysis and Development Lifecycle at the University of Maryland.

ORGANIZATION TRANSFORMATION

- Developed a partnership with the Department of Education's Training and Development Center to ensure that employees who need career counseling can receive it while SFA awaits approval of an interim counseling solution through Resource Consultants, Inc.

CIO

- Developed and gained consensus of a division of responsibilities for SFA CIO, VDC, and Modernization Partner for performing I.T. maintenance and operations functions.
- Developed a project-level cost estimating model to standardize the budget development process. This cost model was provided to the DSG for use to better ensure that budgets are developed using a comprehensive, uniform process.

PROGRAM MANAGEMENT

- Worked with the CIO team to assess 19% unit cost reduction PBO goals and plan to operate with a flat budget through 2004. Structured a first cut at FY01-FY04 SFA-wide savings versus projected budgets. Identified savings targets and shortfalls by year and participated in the presentation to the Management Council. As a result of this work the Management Council has energized a Joint SFA/Modernization Partner review of the Aid Application processes. The goal of this review is to identify added savings opportunities.
- Worked with SFA to assemble material for review by the Education Inspector General's team.
- Assisted SFA with preparing for the General Accounting Office review of SFA's integration strategy.

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IV.   MAJOR PROJECT MILESTONES ACHIEVED

This section presents Modernization Partner's significant accomplishments on a Channel-by-Channel basis. These milestones may include the completion of a project phase or the acceptance of a major deliverable in line with the project's workplan.

CFO
- Mailed out the first official LEAP/SLEAP communication packet to all US States and Territories explaining the FMS implementation.

SCHOOLS
- Held Draft Common Record review sessions for SFA personnel, which provided an opportunity for SFA to comment and review the proposed common record. Comments will be incorporated into the final version of the Draft Common Record.
- Identified and documented COD Key Success Criteria that will be tracked by the COD Steering Committee. The success factors include critical near-term decisions, external dependencies, key business rule decisions, as well as major implementation milestones.

STUDENTS
- Submitted updated Use Cases, Supplementary Specifications, and Functional Requirements documents to SFA and received final acceptance. These documents finalize requirements gathering for the FAFSA on the Web application.
- Submitted a draft of the Technical Architecture Requirements and Architecture Diagram documents for SFA review. These documents outline the specifics of future development, production, and testing environments for the FAFSA on the Web application.
- Completed Capability Assessment Document detailing SFA's current operations in the area of Call Center support for Direct Loan Servicing and Billing Presentment and Payment processing.
- Conducted Joint Requirements Development (JRD) session for the Electronic Billing Presentment and Payment, On-line correspondence, and CRM capabilities with members of the SFA Repayment Organization and used the information to complete the High Level Requirements document for eServicing.

FINANCIAL PARTNERS
- Delivered the FFEL System Analysis and Inventory document to the Financial Partners Channel for review. The document outlines the functionality of the four major systems of FFEL and identifies initial considerations for retiring, replacing, or retaining the functionality.

ORGANIZATION TRANSFORMATION
- Completed the design phase for the Front-to-Back training course and presented Front-to-Back storyboards to Anne Teresa (SFA University) and Greg Woods. Began development of Front-to-Back training materials.
- Completed the Action Plan for Implementation, which will guide SFA University through Learning Management System (LMS) software demonstrations, implementation timeline, and next steps.
- Completed a cohesive Employee Development Center storyboard, with input from multiple stakeholders (SFA University, SFA HR, PSG), defining the concept of operation for the Employee Development Center. Presented the storyboard to Candy Kane and have scheduled to present the storyboard and funding plan to Greg Woods.

IV. MAJOR PROJECT MILESTONES ACHIEVED (continued)

CIO
- Submitted a draft of the SFA Portal Strategy, detailing SFA business requirements and describing the strategy for providing web-based customer services using Portals.

PROGRAM MANAGEMENT
- Received acceptance of version three of the Modernization Blueprint, outlining current and future goals of the Modernization Program.

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V.   RISKS AND ISSUES

This section reports the issues and risks that are currently having or could potentially cause a very significant impact on the Modernization Partner Program's goals.

Area	Organization Transformation
Description	Performance Development Process (PDP) conceptual model does not yet have SFA executive buy-in.
Impact	Possible delay to the 5/30/01 initial implementation date for the PDP.
Assistance Requested from SFA	Currently working with Calvin Thomas to refine the PDP model.
Proposed Solution/ Mitigation Strategy	SFA HR, Public Strategies Group and Modernization Partner HR team work collaboratively to continue redesigning the process.
Progress/ Resolution	The team presented its PDP conceptual model to Candy Kane on 2/20/01. Based on feedback received at this meeting, the team will continue to refine the existing model and present redesigned model the week of 3/5/01. Once Candy Kane approves of the PDP, it will be circulated to the Union and SFA GM's.

Area	Organization Transformation
Description	Three questions that must be addressed prior to implementation of the Employee Development Center (EDC): 1. What happens if an employee does not seek training, placement or retirement? 2. What amount has SFA budgeted for each employee's training? 3. How long can an employee stay in the job search loop?
Impact	The resolution of these questions may impact an employee's "status" within the organization. Due to this potential impact, the Union may not "approve" the transition process and the services of the EDC.
Assistance Requested from SFA	Management Council direction/decision regarding the three open questions listed above.
Proposed Solution/ Mitigation Strategy	Share questions in the storyboarding session on 3/5/01 with the following recommended solutions: 1. Management has the authority to reassign employees who are not willing to "participate" in opportunities – this reassignment might happen after 30 days of providing opportunities for the employee to make a decision to seek support provided to him/her. 2. The investment in individual training opportunities could be solely $500 provided by the learning coupon, depending upon current budget decisions. If budget permits, the organization can estimate an additional amount per employee or simply allow the EDC and SFA University to serve as the resource for finding additional training opportunities that are either offered through the EDC, the TDC, are part of SFA's core curriculum, or are external training opportunities taken at the individual's expense. 3. According to best practice benchmarks, employees may be given 90 days to search for a new opportunity prior to being reassigned by SFA management. Once the Management Council is comfortable with the storyboard and recommended solutions to these issues, Calvin Thomas will share the storyboard with the union and discuss open issues.
Progress/ Resolution	Issues were shared with Candy Kane during the 2/23/01 storyboard presentation. The issues will later be taken to the Management Council by 4/30/2001.

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V.   RISKS AND ISSUES (continued)

Area	Students
Description	There is uncertainty as to the availability of an environment at the VDC to conduct performance/load testing for the FAFSA application. SFA is establishing a test environment that may be available for FAFSA to use. It is uncertain how closely this environment will match the production environment.
Impact	Performance/load testing for FAFSA is scheduled to begin by mid-April and is scheduled to be complete by mid-June. The current Task Order includes in its scope funds to conduct the performance/load testing, but the scope does not cover the costs of the setup and configuration of the environment hardware and software. Failure to start testing on 4/15/01 will result in a day for day schedule slip in the delivery of FAFSA v6.0.
Assistance Requested from SFA	Establishment of a performance/load testing environment ready for FAFSA v6.0 use by 4/15/01.
Proposed Solution/ Mitigation Strategy	Modernization Partner and SFA CIO need to work together to come up with a solution for establishing a performance/load test environment to be used by the FAFSA on the Web Redesign project and other projects as well. SFA and Modernization Partner need to agree whether costs for using the new test environment will be charged directly to the Channel or if the FAFSA Task Order needs to be modified to include these costs.
Progress/ Resolution	The FAFSA project team has developed its requirements for development, testing and production environments. This document has been presented to SFA CIO management for review. Modernization Partner leadership is currently gathering requirements to develop a testing environment that would meet the needs of all current and future projects. The FAFSA project team will work with SFA CIO and Modernization Partner Leadership to finalize a performance/load testing environment and to address the funding issues.

VI.   MONTHLY MODERNIZATION SCORECARDS SUMMARY

This section presents an extract of all "Red" assessed criteria. The extract is taken form the monthly Modernization Program Scorecards. (See Appendix VI. for the complete Monthly Program Scorecards document.)

Task Order	Assessment Criteria	Assessment	Comments
TO- 45 FMS Phase III	Task Order	Red	FMS Phase III Task Order has not yet been signed. Ongoing issues that may impact scope and schedule include: ED CFO support for GAPS changes, agreement on a Pell solution, and ongoing Phase II Operations and Training support. The combination of issues provides the greatest risk to the project success.